

# **Wisconsin Department of Health and Family Services Information Packet**

**November, 2005**

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## **Introducing the Department of Health and Family Services**

The Department of Health and Family Services (DHFS) has many key responsibilities including child welfare, long term care, physical and developmental disability programs, sensory disability programs, substance abuse, mental health and public health programs, regulation and licensing of a variety of facilities, operation of care and treatment facilities, the food stamp program, medical assistance and health care for low income families, elderly and disabled persons.

The Department is organized into five divisions and two offices.

The Division of Children and Family Services keeps children safe from abuse and neglect and responds appropriately when abuse or neglect occurs. In doing so, the Division focuses on services that keep families and communities strong and vital. DCFS responsibilities fall into four main categories: 1) statewide oversight of county child welfare services; 2) direct services to children and families through the Bureau of Milwaukee Child Welfare, and special needs adoption and adoption search services through the Bureau of Programs and Policies; 3) community support services for families; and 4) regulation and licensing of child care and residential facilities for children and youth.

The Division of Disability and Elder Services manages programs involving mental health, substance abuse, developmental disabilities and sensory disabilities, as well as aging and long-term support programs. The division also has quality assurance responsibilities for the regulation and licensing of all adult care programs and facilities, and manages the state supplemental security income (SSI) program. In addition, the division operates state institutions that provide care and treatment for persons with mental illness, developmental disabilities, and/or sexually violent behaviors.

The Division of Public Health manages programs in the areas of environmental health, occupational health, family and community health, emergency medical services, injury prevention, chronic disease prevention, health promotion, communicable disease prevention and preparedness, oral health, school health, minority health, women's health, and health information.

The Division of Health Care Financing focuses on the purchase of quality health care for low income families with children, pregnant women, the elderly and persons with disabilities, performing eligibility determinations for Medicaid and FoodShare, federal supplemental security income and social security disability insurance programs, and issuing FoodShare benefits.

The Division of Management and Technology provides management support for fiscal services, information technology, personnel, affirmative action and employment relations to the program divisions of the Department.

The Office of Strategic Finance provides departmentwide planning, budgeting, evaluation and audit services. It is also responsible for contract administration and oversight of county human service agencies and management of tribal affairs.

The Office of Legal Counsel is a law office within the Office of the Secretary providing the Department with legal advice and representation. The Office provides formal legal opinions, communicates informal legal advice, litigates DHFS cases in administrative hearings and in some court trials, assists the Wisconsin Department of Justice and the U.S. Attorney's Office in court litigation, coordinates DHFS rulemaking activities, administers DHFS compliance with HIPAA regulations, offers formal and informal advocacy on behalf of the Department's programs, coordinates the Department's rehabilitation review approval process, and provides training and guidance in investigation methods and legal issues.

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## **✓ Organization**

# Department of Health and Family Services Functions

October 2005

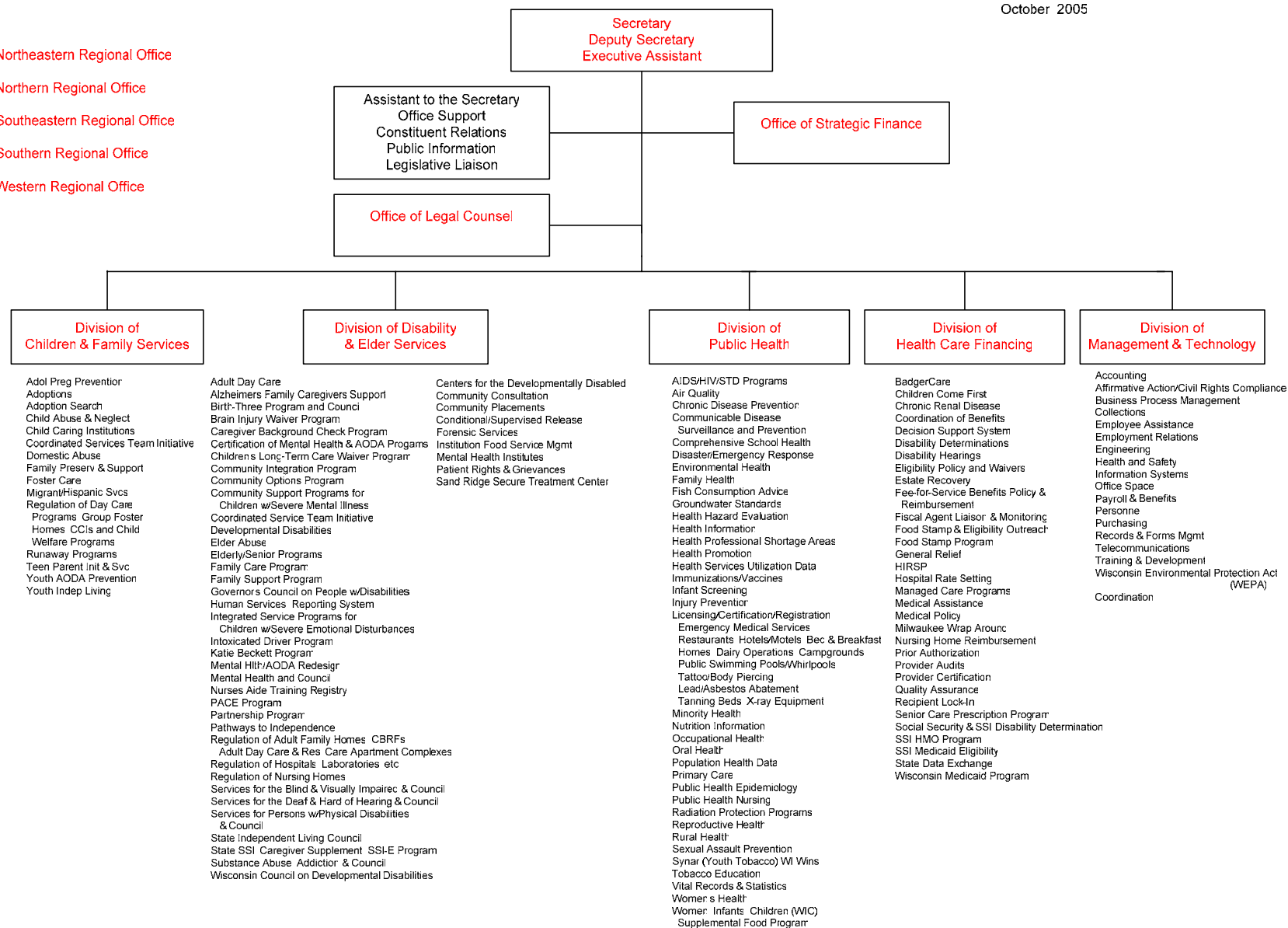
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Northern Regional Office

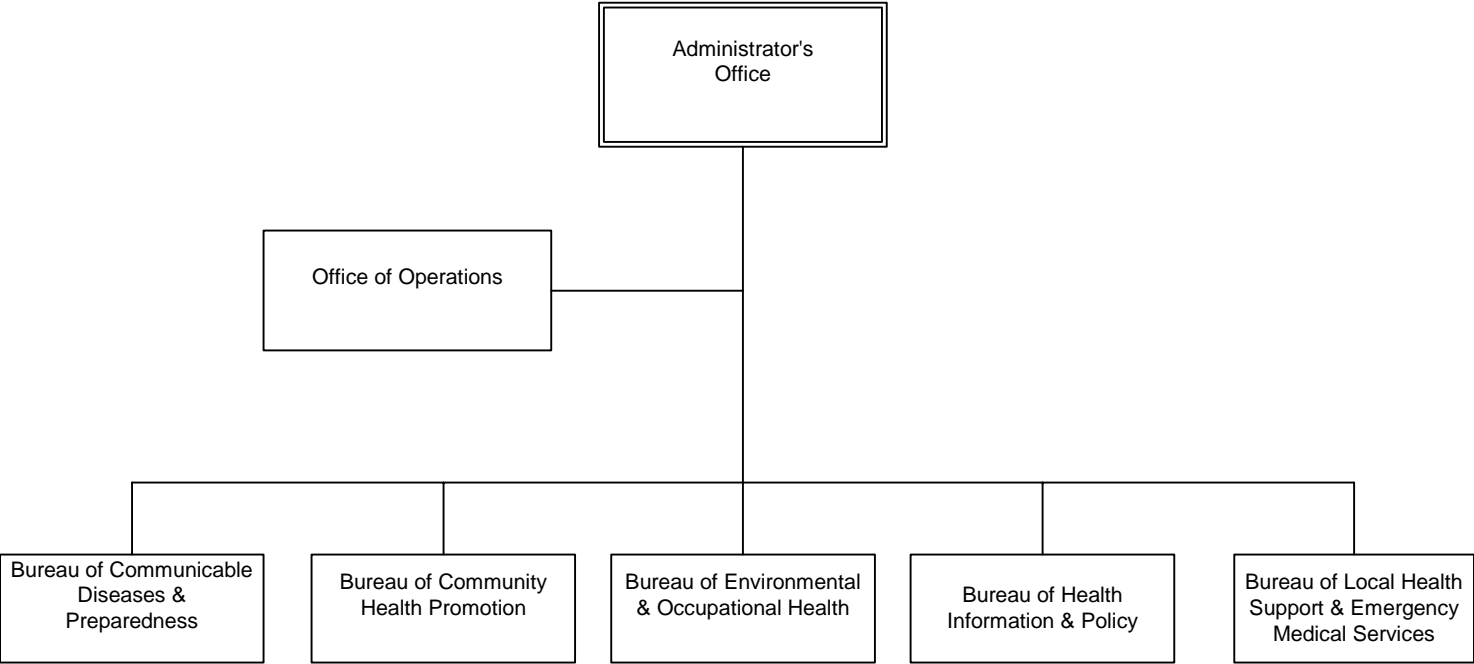
Southeastern Regional Office

Southern Regional Office

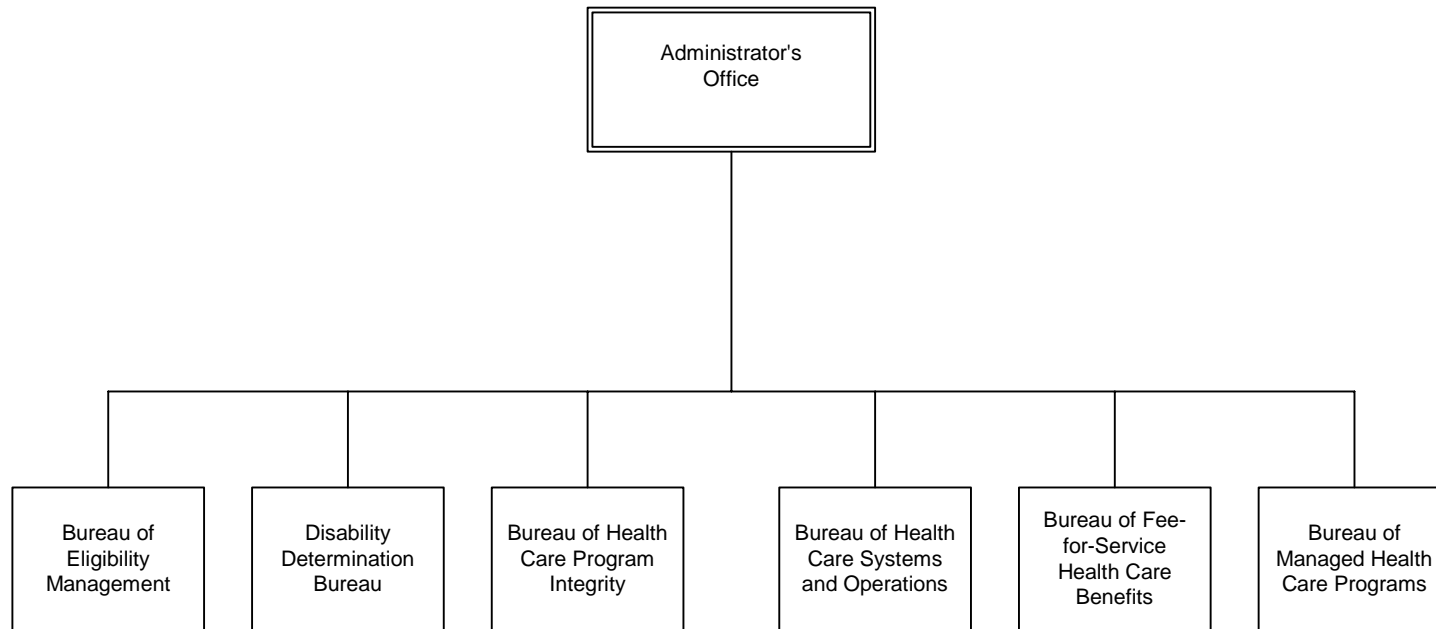
Western Regional Office



Division of Public Health

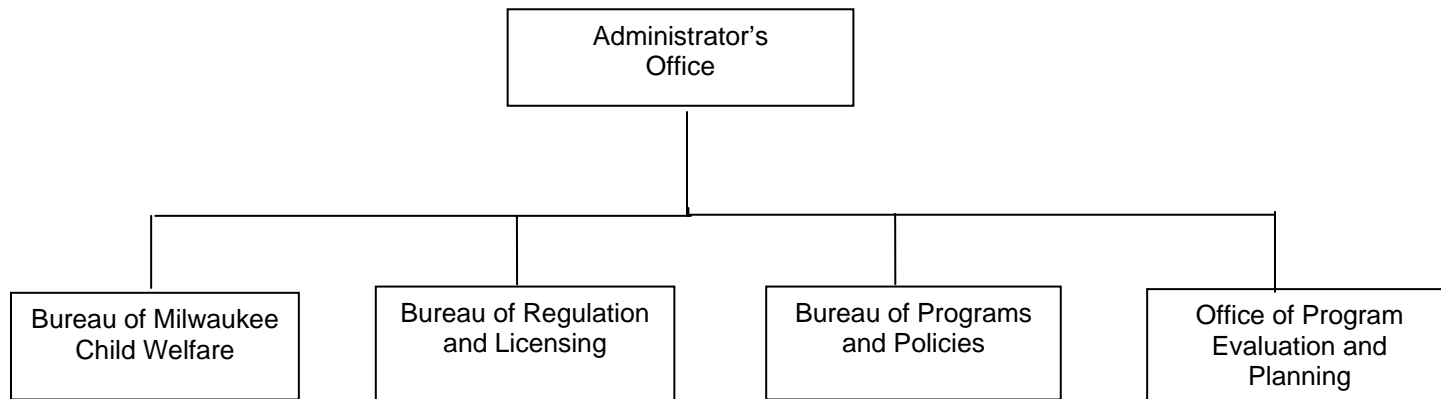


## Division of Health Care Financing

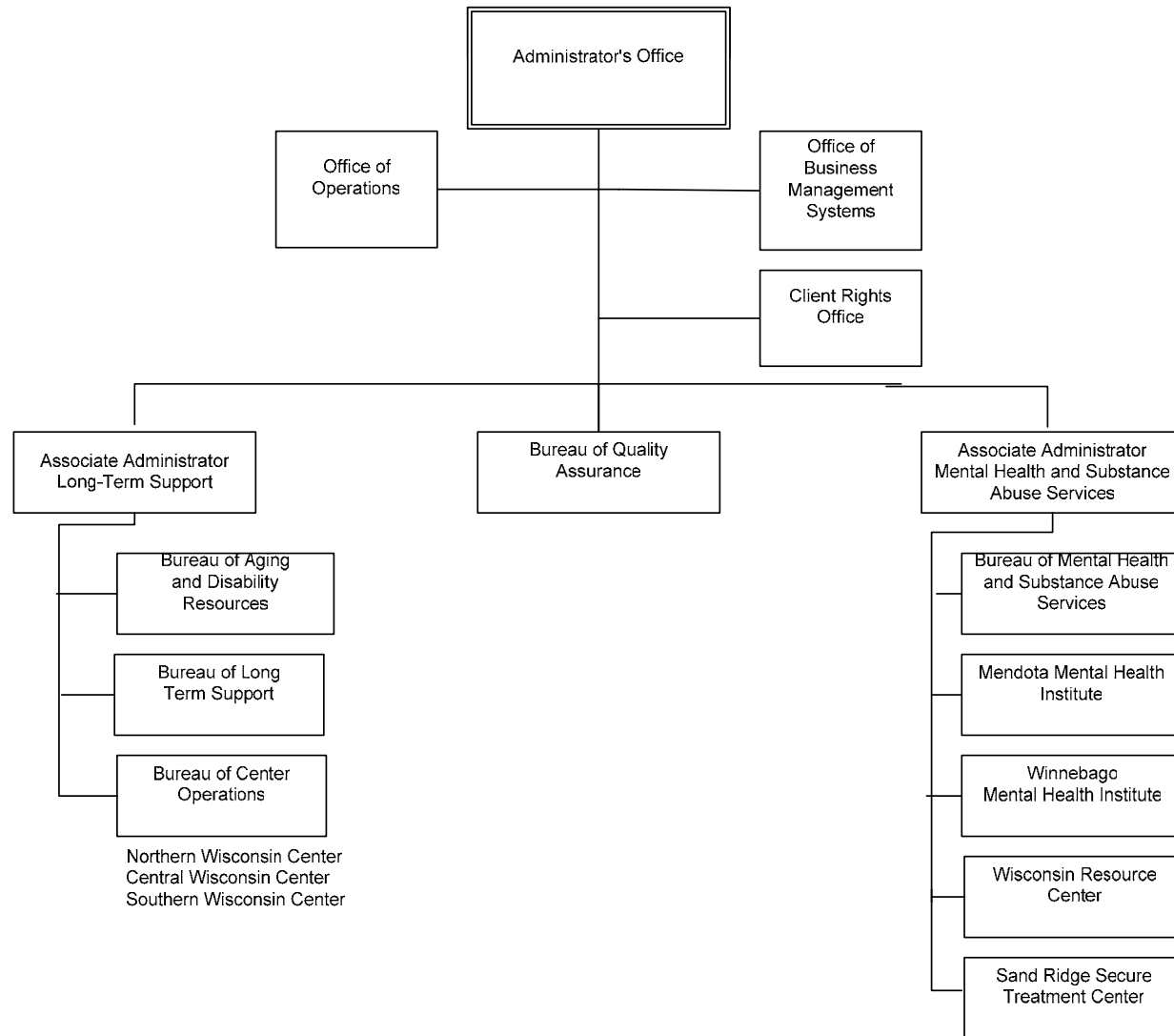




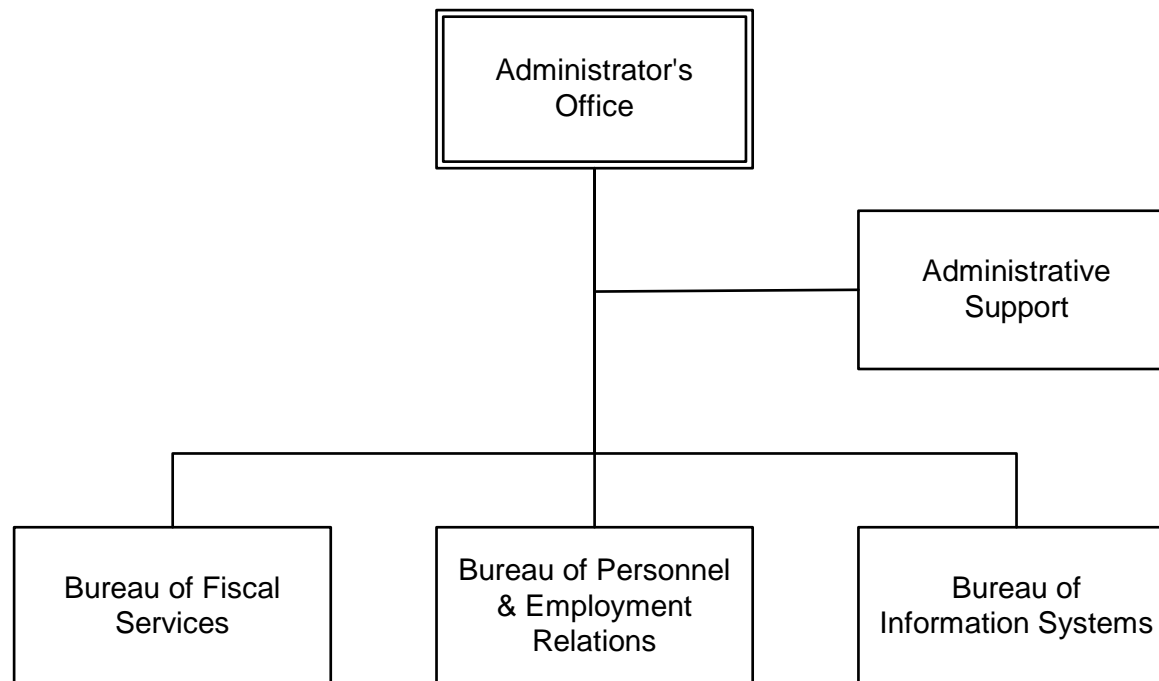
## Division of Children and Family Services



## Division of Disability and Elder Services



## Division of Management and Technology



## **✓ Programs and Services by Division**

## Division of Public Health

The Division administers programs to promote and protect public health, prevent disease and disability, promote healthy behavior, and lead Wisconsin's efforts to prepare hospitals and public health departments for bioterrorism, other infectious disease outbreaks, and other public health threats and emergencies.

1. **Communicable Disease Prevention and Preparedness.** Promotes efforts to prevent and control communicable diseases among Wisconsin citizens. Implements surveillance, control, and prevention measures; assists local health departments, health care providers, and citizens to prevent and control the spread of communicable diseases; maintains a statewide surveillance system; assists in early identification and intervention of communicable diseases; coordinates the Department's response to natural and man-made disasters; and informs the public about ways to prevent and control communicable diseases.
2. **Community Health Promotion.** Develops and supports programs aimed at reducing the incidence of chronic disease among Wisconsin citizens and promotes the availability of health services to those with chronic conditions. Assesses health status, risk factors, and preventative health practices of the population; identifies desirable health practices and services; provides ongoing health surveillance; promotes public health education, programming and initiatives to promote the health of citizens; and prevents injury and chronic disease. Provides leadership to assure the health and well-being of all Wisconsin families and their communities. Develops, implements and administers policies for the health and well-being of women, children, and families. Programs include life cycle health, nutrition education and counseling, supplemental food, and vendor compliance.
3. **Environmental and Occupational Health.** Promotes public health through a statewide program to increase public awareness of environmental hazards and disease and prevent and control exposure to environmental hazards. Inspects restaurants, motels, hotels, vending machines, public swimming pools, mobile home parks, campgrounds, and sources of radiation emissions. Protects the public from health risks related to occupational activities and prevents occupational illnesses and injuries in the workplace. Provides tracking of occupational diseases and injuries through surveillance programs, and provides training and program assistance on workplace safety and health.
4. **Local Health Support and Emergency Medical Services.** Provides an emergency medical services system and injury prevention program to reduce premature death and disability resulting from injuries or sudden illness. Licenses emergency medical service providers and technicians, supervises and approves training, approves and coordinates advanced support services, and coordinates injury prevention activities. Works closely with the Division's five regional offices and local public health departments throughout Wisconsin to implement public health programs.
5. **Health Information and Policy.** Collects, maintains and provides vital records for the citizens of the state; integrates and manages major public health related information systems; collects, protects, disseminates and analyzes health care and population-based health data needed to conduct critical state business; and supports a division-wide planning

and policy focus on population health that will result in achieving the goals set out in the state health plan, Healthiest Wisconsin 2010.

## Division of Health Care Financing

The Division funds essential health and nutrition services to low-income families with children, pregnant women, the elderly, and persons with disabilities.

1. **Medicaid.** Pays for health related services to low-income and medically needy persons. These include services provided by nursing homes; and fee-for-service and managed care health care providers.
2. **Eligibility Management.** Develops and implements Medicaid, BadgerCare, and SeniorCare eligibility policies for the Division's health care programs, works with counties and tribes to determine eligibility, and provides outreach to citizens about value of health care services and the eligibility rules. Develops and implements FoodShare (also known as Food Stamps) eligibility policies and processes. Pays for FoodShare benefits for low-income clients. Administers eligibility management services for Medicaid and FoodShare including contracts with counties and tribes for local program administration and management of statewide CARES automated system.
3. **Health Care Program Integrity.** Develops and implements prior authorization guidelines, performs audits of service providers, and develops quality control measures and standards.
4. **Fee-for-Service Health Care Benefits.** Develops reimbursement and covered services policies for benefits covered under Medicaid, SeniorCare and BadgerCare. Manages the entire Medicaid budget. Oversees Medicaid statutory changes, administrative rule updates, and federal state plan changes. Reviews and audits nursing home costs.
5. **Managed Health Care.** Develops and administers Medicaid Managed Care Programs for Family Medicaid and BadgerCare low-income families with children, disabled children and adults, and low-income elderly.
6. **Disability Determination Services.** Provides disability and blindness eligibility determinations under contract with the Social Security Administration for individuals who apply for Supplemental Security Income, Medicaid or Social Security Disability benefits.
7. **Health Care Systems and Operations.** Implements, operates and monitors program operations, systems, procedures and contracts. Coordinates payment for services with other funding sources and recovers payments from the estates of recipients, where appropriate.

## **Division of Children and Family Services**

The Division of Children and Family Services keeps children safe from abuse and neglect and responds appropriately when abuse or neglect occurs. In doing so, the Division focuses on services that keep families and communities strong and vital. DCFS responsibilities fall into four main categories: 1) statewide oversight of county child welfare services; 2) direct services to children and families through the Bureau of Milwaukee Child Welfare, and special needs adoption and adoption search services through the Bureau of Programs and Policies; 3) community support services for families; and 4) regulation and licensing of child care and residential facilities for children and youth.

### **1. State Oversight of Child Welfare Services**

**Child Protective Services.** Supervises and assists county and tribal child welfare agencies with funding, program planning, policy development and technical support in the identification, intervention and prevention of child abuse and neglect. Leads efforts to ensure that Wisconsin meets child welfare program outcomes and federal and court standards. Develops statewide plans and practice standards for child welfare agencies on intake and assessment of children and families, case planning, out-of-home care (foster care and other residential placements), and permanency for children, including interfacing with the courts. Develops policies and legislation that responds to federal program requirements, court decisions and new developments in the field. Reviews and monitors county plans and practices and provides technical assistance for improvement. Maintains statewide statistics, publishes annual reports, and provides education and training to professionals in child welfare. In addition, the Division directly responds and intervenes in egregious incidences of child abuse and child fatalities.

**Independent Living.** Develops and issues policies and procedures for the use of federal Independent Living funds (Chaffee Act), provides technical assistance and consultation on the development of program and evaluation practices, and issues and monitors contracts to counties, tribes, and the Department of Corrections/Division of Juvenile Corrections. Independent Living funds assist youth 15 to 21 years of age in the skills necessary for successful transition from out-of-home care to living independently in the community. Services may include training and assistance in basic living skills; job seeking, work experience, and employment; obtaining high school diploma and higher education; financial self-sufficiency; and access and knowledge of local resources.

**eWiSACWIS.** Supports the case management and monitoring of child welfare services including initial assessment, family reunification and support services, foster care and adoption assistance, case plan development and permanency planning, while interfacing with County and State systems.

**Title IV-E Eligibility.** Determines the initial IV-E eligibility and ongoing IV-E reimbursability of all children placed in out-of-home care by counties and IV-E eligibility for the adoption assistance program.



## **2. Direct Services to Children and Families**

**Adoption of Special Needs Children.** Provides direct services through partnership with the private sector to find adoptive homes for hard to place children, including those in large sibling groups, older children, members of a minority group or children who are physically or emotionally disabled.

**Adoption Records Search.** Provides existing social and medical information from closed adoption records to eligible persons requesting such information, including those 18 years of age or older who were adopted or available for adoption in Wisconsin. In addition, upon request, provides identifying information and/or a copy of the original birth certificate to individuals age 21 or older who were adopted or available for adoption in Wisconsin.

### **Milwaukee Child Welfare**

**Intake and Initial Assessment Services.** Provide a 24-hour hotline for the public to report child abuse and neglect. Conduct child abuse or neglect investigations and make determinations regarding child safety. Respond to emergencies from law enforcement to ensure child safety after daytime business hours. When necessary to ensure child safety, remove children from their homes and place them in foster care.

**Safety Services.** Provide intensive in-home services to keep children safe in their home and prevent out-of-home placement.

**Foster Homes.** Recruit, license, visit and train quality foster families to care for children in out-of-home placement.

**Ongoing Case Management.** Under jurisdiction of the Milwaukee County Children's Court, deliver and coordinate services to families whose children have been removed. Provide direct services to children in out-of-home care that promote the safety, well-being and timely reunification or adoption of each child.

**Adoption.** Recruit, license and train adoptive families. Work directly with the Children's Court judges, district attorneys and other lawyers to start and finalize the legal process of adoption for children in out-of-home care.

**Independent Living.** Provide services that help foster children prepare for adulthood and assist former foster youth (ages 18-21) with the transition to adulthood and living on their own.

**Kinship Care.** Process requests for assistance, determine eligibility and disburse monthly payments to people caring for related children who are not in foster care.

**Family Intervention and Support Services.** Respond to requests for assistance from parents of children 12 years and older who are truant, running away or having behavioral problems which do not involve any child abuse or neglect.

### 3. Community Support Services for Families

**Kinship Care.** Provides statewide leadership and consultation to counties to support relatives caring for relative children. DCFS allocates funds to the counties based on their prior year's caseload. Kinship Care allows children to reside with a relative to alleviate family stress or temporary familial problems rather than being placed in a foster home or other type of out-of-home placement.

**Domestic Abuse Services.** Provides statewide leadership and funding to domestic abuse organizations that provide temporary shelter and food, counseling, information and referral, crisis hotlines, children's programming and supportive services for victims of domestic violence. Work in partnership with organizations in program development and policy.

**Brighter Futures Initiative.** Provides a partnership between state and local government that helps children, youth, and families achieve their maximum potential by promoting the following goals: healthy families and children/youth; children's school readiness; children safe in their families and communities; and youth successful navigation to adulthood. The goals are measured by the following set of benchmarks: reduction in teenage pregnancy rates; reduction in youth violence; reduction in the occurrence of youth substance abuse; and reduction in the substantiated incidence of child abuse and neglect.

**Community Services Block Grant.** Administers the federal, anti-poverty block grant that funds the operations of a state-administered network of local agencies. The purpose of CSBG is to ameliorate the causes and conditions of poverty. DCFS provides CSBG funding to 16 Community Action Agencies, Rural Housing, Coalition of Wisconsin Aging Groups, UMOS and all 11 Tribes.

### 4. Regulation and Licensing

**Licensing and Quality Assurance of Child Care and Residential Facilities for Children and Youth.** Assures the health, safety and welfare of children in family and group child care centers and day camps, residential care centers for children and youth, group foster homes, shelter care facilities, and child placing agencies licensed to do adoption and/or foster and treatment foster care. Assesses applications, issues licenses, conducts on-site inspections, investigates complaints, provides technical assistance and consultation, and takes enforcement actions.

## **Division of Disability and Elder Services**

The Division is responsible for a continuum of care for elderly people and people with disabilities, including individuals with mental health and substance abuse needs. It includes both community-based and institutional services. Community-based services are provided whenever appropriate. The Division operates programs that provide community-based services to persons with disabilities and the elderly, including Family Care, Community Options Program and Medicaid Home and Community-Based Waiver programs. The Division also operates the state institutions that provide care and treatment for persons with mental illness, developmental disabilities, and/or sexually violent behaviors. The Division licenses and certifies health and community care providers and administers the State Supplemental Security Income (SSI) Program. The Division's purpose is to assure quality of care, treatment and quality of life for the elderly and persons with developmental disabilities, mental illness, substance abuse problems, physical disabilities, and sensory disabilities.

### **1. Long Term Support Programs**

**Aging.** Administers programs that enhance the self-sufficiency of older persons of all incomes and conditions; administers programs related to the federal Older Americans Act and the Wisconsin Elders Act; administers several senior volunteer programs under the Corporation for National Service; and administers the federal Senior Community Services Employment program. Administers the State's Alzheimer's disease program and implements the state Adult Protective Services Act and elder abuse laws. Incorporates an emphasis on health promotion and disease prevention initiatives to deter or delay the need for long-term care services.

**Independence and Employment.** Administers programs and objectives that focus on community living; serves as a focal point for programs and objectives related to persons with physical disabilities; responsible for a variety of programs that enable people with disabilities to be employed including Pathways to Independence, Ticket to Work, Medicaid Purchase Plan, etc. Oversees the Wisconsin Assistive Technology project; and oversees the state and federally funded Independent Living Centers for persons with physical disabilities.

**Blind and Visually Impaired.** Administers programs for people who are blind or visually impaired. Provides direct services to the blind and visually impaired in the form of independent living instruction, adaptive technologies, and vocational support services. Services may include an assessment of each client's service needs, development of an individual service plan, instruction in Braille, training in orientation and movement in the persons' home or neighborhood, counseling and guidance to increase independence, instruction in the use of low vision aids, personal and home management training, and instruction in leisure activities. The purpose of these services is to provide early intervention to minimize the effects of decreased vision in everyday life. With training, individuals can remain in their homes, avoid relocation to a healthcare setting, and maintain the quality of life within their communities.

**Deaf and Hard of Hearing.** Serves as the primary state agency with a central focus on equal communication access, accommodations and opportunities in statewide and community service systems and programs for over 500,000 people of all ages in Wisconsin who are deaf, deaf-blind and hard of hearing. Services offered include information and referral, education, training, technical assistance, and consultation to individuals, public and private organizations, agencies and entities about communication access issues for people who are deaf, deaf-blind and hard of hearing. Provides information and referrals on interpreting, real time captioning and other access services, such as where to find an interpreter or real time captioner with qualifications; communication technology that deaf, deaf-blind and hard of hearing people use for every day living and work; and where to purchase or obtain communication technology. Training and education include understanding the American with Disabilities Act (ADA) in terms of communication access, communication barriers that deaf and hard of hearing people encounter; communication and language variations and options that deaf, deaf-blind and hard of hearing people use; and community technology. Works in collaboration with state and community agencies and organizations to design optimal services and programs for deaf, deaf-blind and hard of hearing persons. Administers the following programs: Telecommunications Assistance Program (helps low-income deaf and deaf-blind persons with co-payment for telecommunication devices); Service Fund to help pay for interpreting and real time captioning services in non-ADA mandated situations; and the Wisconsin Interpreting and Transliterating Assessment (WITA) for interpreters who are not nationally certified but wish to have state verification in order to work in interpreting jobs.

**Community Options.** Provides oversight for community-based long-term support programs known for their ability to offer flexible, individualized, and comprehensive care, which includes: Community Options Program serving five target groups; and Medicaid Home and Community-based Waiver Services (Community Options Waiver Program, Community Integration Program II, and Community Relocation Initiative) serving elders and persons with physical disabilities. Provides policy and program management including functional and financial eligibility and cost sharing, automated functional screen integrity, residential policy, and waiver manual maintenance; fiscal management (budgets, allocation, and contracts); and data and cost trend analysis, reports, and public information. Oversees programmatic monitoring and quality assurance; conducts planning and program development, especially related to workforce and LTC reform; provides training and technical assistance to county staff charged with carrying out program goals; coordinates with medical benefits; and maintains MA Waiver Certification standards for adult day care programs and adult family homes.

**Managed Care.** Manages the State's risk-based contracts for integrated health and long-term care services for frail elders and adults with disabilities, including Family Care, the Wisconsin Partnership Program, and the Program of All-Inclusive Care for the Elderly (PACE). Provides policy guidance, technical assistance, data analysis, reports, contracts for program implementation, quality management and rate-setting. Performs policy analysis and grant management. Collaborates with other programs in the Bureau of Long-Term Support in maintaining and adapting Long-Term Care Functional Screen for adults, which is the eligibility tool for adult Medicaid home and community based waiver programs.

**Developmental Disabilities.** Manages the development and implementation of statewide policy, financing services and supports quality management systems for people with developmental disabilities and traumatic brain injuries. Administers several Medicaid home and community-based waiver programs that relocate or divert people from institutions to the community (Community Integration Program 1 [CIP 1A and CIP 1B] and Brain Injury Waiver). Regionally-based Community Integration Specialists provide general oversight of county operations, implement a comprehensive quality management system, monitor program implementation, and provide training and technical assistance on a variety of subjects to support best practices in service provision. Conducts planning and program development regarding housing, supported employment, workforce issues, ICF-MR downsizing, person-centered planning, behavior intervention planning and guardian supports so that each county/ region has the resources and ability to provide for the needs of people with disabilities. Manages contracts, develops allocation formula and processes and prepares data reports and analyses to inform program and policy direction.

**Children's Services.** Manages programs that benefit families caring for children with developmental disabilities, serious health conditions, and/or physical or emotional disabilities. Administers several programs, including the Children's Long-Term Support Home and Community-Based Waivers, the Birth to 3 Program, the Katie Beckett Program and the Family Support Program. Children's Long-Term Support staff are located regionally as well as centrally and are responsible for program and policy development; developing and providing training for county and state staff; providing technical assistance to counties or contracted agencies; determining program eligibility; performing program reviews for quality assurance. Provides fiscal services, contract management and data collection analysis.

**Community Integration Initiative.** Works to expand community capacity in health care, residential options, employment, and other social supports to provide opportunities for people currently living in facilities for people with developmental disabilities to assist in relocation to the community. Expanded capacity will also enhance supports, health care and employment for people already living in the community.

**Supplemental Security Income (SSI).** Administers the state SSI benefit, which encompasses a basic state supplement, exceptional expense supplement and caretaker supplement. Wisconsin's program eligibility and benefit records are maintained and monthly benefit payments are produced by EDS, under contract with the Department. Both the federal SSI (800-772-1213) and state SSI (800-362-3002) programs operate toll free helplines for beneficiaries.

### **Centers for Persons with Developmental Disabilities.**

**Northern Wisconsin Center.** The EXCEL program of Northern Wisconsin Center is a short-term comprehensive, multi-discipline evaluation and treatment program serving adults with developmental disabilities who are also diagnosed with mental illness or other challenging behaviors. Individuals considered for admission have a positive prognosis for improvement when provided with the appropriate treatment. The individual, guardian, community support team and the EXCEL team work together to develop treatment goals and

discharge criteria at admission. These goals are designed to support the individual's successful return to a less restrictive setting.

**Central Wisconsin Center.** Provides extended and short-term care for eligible persons with developmental disabilities. Specialized medical care is provided in partnership with the University of Wisconsin Hospital and Clinics. As the long-term care program decreases, the Medical Short Term Care Unit and the Short Term Assessment Program are increasing. The Medical Short Term Care Unit follows the medical assessment model developed at the Mayo Clinic and supports over 200 short-term admissions annually. The Short Term Assessment Program specializes in psychological/psychiatric assessments and treatment for children who have, in addition to their intellectual disability, behavioral or psychiatric disorders. These short-term care programs are components of the Community Integration Initiative. Other partnerships with the Community Integration Initiative include consultations with community physicians and psychiatrists, community training, and program development. The long-term care component of CWC also provides psychological, psychiatric, educational, recreational, habilitative, and rehabilitative programs and services.

**Southern Wisconsin Center.** Provides extended and short-term care, medical treatment, and habilitation for eligible adults with developmental disabilities. Specialized medical, psychological, psychiatric, educational, recreational, habilitative, and rehabilitative programs and services are provided. SWC also provides an intensive short-term treatment program for adults. Community transitions are planned with the legally responsible county and guardians. Clinical evaluation and planning services are also provided at the request of counties, providers and families, both in the Center and in the community. These evaluations are interdisciplinary in nature and involve consultation and joint planning with community providers and guardians. In addition, the SWC provides behavior management assistance, individualized consultation, and training to community-based providers, families and guardians.

## **2. Mental Health and Substance Abuse Programs**

**Mental Health and Substance Abuse Services.** Responsible for the development of programs and initiatives targeted to prevention, diagnosis, early intervention, and treatment for substance use, and mental health disorders affecting the community public mental health and substance abuse delivery systems in Wisconsin. State efforts include educational activities, consultation, technical assistance and identification of best practices. Treatment systems focus primarily on adults and elderly persons with severe and persistent mental illness, children with severe emotional disturbance, and persons with substance use disorders. Services are provided in collaboration with counties, providers, consumers, and families.

**Mendota Mental Health Institute (MMHI).** MMHI is a fully licensed hospital, which provides specialized inpatient psychiatric evaluation, assessment and treatment with a multi-disciplinary approach for persons with mental illness. Admissions are authorized by community mental health boards or by court order. Forensic patients are committed by the courts for evaluation and treatment. MMHI also provides consultation to community mental health boards and other service providers for development of programs or for clinical cases. In addition, MMHI provides inservice training, continuing education, seminars and

educational programs. It also operates the Mendota Juvenile Treatment Center that serves as a secure juvenile correctional facility offering specialized mental health assessment and treatment for juveniles transferred from the Department of Corrections.

**Winnebago Mental Health Institute (WMHI).** WMHI is a fully licensed hospital, which provides specialized inpatient psychiatric evaluation, assessment and treatment with a multi-disciplinary approach for persons with mental illness. Admissions are authorized by community mental health boards or by court order. Forensic patients are committed by the courts for evaluation and treatment. The Institute provides consultation to community mental health boards and other service providers for development of programs or for clinical cases. WMHI also provides inservice training, continuing education, seminars and educational programs. In addition, WMHI provides day school for adolescents at Waterwood School.

**Wisconsin Resource Center (WRC).** Provides treatment, custody, education, and skills building for convicted offenders who have mental health, behavioral or developmental disability needs which cannot be met in the traditional prison environment. WRC also provides services to individuals under the Sexually Violent Persons Law, (Stats., Chapter 980).

**Sand Ridge Secure Treatment Center.** Provides services under the sexually violent persons law (Chapter 980), which provides for civil commitment of persons who are considered dangerous due to a mental disorder making it likely they would engage in acts of sexual violence. Services include court-ordered examinations, sex offender treatment and detention, and administration of services for patients placed on supervised release in the community.

### **3. Quality Assurance**

Assures the safety, welfare and health of persons utilizing health, long-term care and community-care provider services. Assures quality of care and quality of life through the development of rules/standards, on-site inspections (surveys), complaint investigations, enforcement activities, facility plan reviews, training, policy interpretations, best practice initiatives, nurse aide registration, caregiver background checks and investigations, provider information and education, and proactive relationships among providers and consumers.

## **Division of Management and Technology**

The Division provides the following support services to the rest of the Department.

1. **Information Technology.** Manages information technology services for the entire Department. Includes development of new applications, planning and development efforts, contract administration for outsourced services, and operation of Department data and voice communications network.
2. **Records and Forms Management.** Manages Department-wide forms and records management program; provides direct forms and records management services to DMT, institutions, and Executive Services; manages Department compliance with Wisconsin Document Depository Program; operates the Department forms/publications center.
3. **Personnel and Employment Relations.** Manages Department recruitment, hiring, and job classification; provides employment and labor-management relations services; coordinates employee assistance; conducts management training; provides coordination and leadership for the Department risk management and health and safety functions; and manages payroll and benefits for the Department.
4. **Employee Development and Training.** Manages the Technology Learning Center; provides classroom and distance learning opportunities in non-programmatic, computer desktop and human resource areas including supervisor and management development. Coordinates the employee suggestion program, the exit interview questionnaire process and the PPD system. Manages the conflict resolution function.
5. **Affirmative Action and Civil Rights Compliance.** Manages Department affirmative action, equal opportunity, and civil rights compliance programs and initiatives.
6. **Fiscal Services.** Provides accounting, payment processing, federal grant and aids accounting, and federal grant claiming. Monitors the operating budget.
7. **Collections.** Handles billing and collection of client debts for Department services and bills Medical Assistance and Medicare claims to the federal government for state institutions.
8. **Purchasing.** Purchases goods and services for the Department.
9. **Facilities Management.** Manages the capital budget and building program and provides engineering, space management and energy conservation services for the Department.
10. **Process Reengineering.** Provides consultation, coordination and leadership of process and organizational development designed to improve the effectiveness and efficiency of Department operations.



## Office of Strategic Finance

The Office provides departmentwide planning, budgeting, evaluation, and audit services. It is also responsible for contract administration and oversight of county human service agencies and management of tribal affairs.

1. **Planning.** Plans and develops policy for Administration and Department high priority cross cutting initiatives in collaboration with the Office of the Secretary, Management Team, external agencies and stakeholders, and Governor's Office. Develops the Department's strategic plan that defines the vision, mission, goals and major strategies for the Department. Provides and facilitates strategic planning and policy analysis for new Department initiatives. Reviews and processes federal grant requests.
2. **Budget Development.** Prepares the Department's biennial budget proposal. Develops budget proposals, in conjunction with program staff, for consideration by the Office of the Secretary. Budget papers include analysis of fiscal, policy, and programmatic effects of the proposal. Prepares the Department budget request which includes requested funding, statutory language changes, and description of budget items proposed by the Department. Responds to questions and requests for additional information and analysis from the state budget office and Legislative Fiscal Bureau. Prepares recommendations of gubernatorial vetoes. Participates in developing Department policy and program initiatives. Monitors and assists in resolving operating budget problems with the Divisions. Prepares fiscal notes on proposed legislation.
3. **Program Evaluation and Audit.** Conducts program evaluation studies including legislatively-mandated evaluations, federal waiver evaluations, and evaluations selected by Department administrators and managers. Coordinates development of performance measures to assess program outcomes in key program areas. Conducts policy research and analysis and provides consultation and technical assistance to Department staff on evaluation approaches and techniques. Conducts internal reviews, performance audits and management studies to improve Department programs and operations. Obtains, reviews and resolves financial and compliance audits of governmental (especially counties) and non-governmental agencies that the Department funds. Conducts information technology audits. Assists Divisions in improving their contracts and contract monitoring processes. Serves as the primary liaison with the Legislative Audit Bureau on program audits that LAB performs of the Department.
4. **Area Administration.** Administers the Annual State/County Contract and Family Care Contract. Provides oversight and monitoring of local human service programs. Provides ongoing consultation and technical assistance to counties to maximize federal revenues, enhance program quality, and support community relocations of institutionalized individuals. Investigates and mediates consumer complaints regarding county actions. Identifies issues or concerns from the local viewpoint, and helps Department management to develop possible resolutions. Facilitates communication and coordination between counties and the Department. Participates in developing Department policy and program initiatives.

5. **Tribal Affairs.** Assists in maintaining an effective government to government relationship with the Wisconsin tribes. Develops program strategies to enhance state/tribal relationships. Assists in resolving program issues identified by tribes. Serves as an expert on tribal affairs in Wisconsin and provides information to other states, federal agencies, and the general public. Administers the state/tribal contract. Negotiates the contractual relationship, allocation of funds and external procedures with the tribes. Initiates and facilitates the development, implementation and coordination of human service programs and the implementation of performance measurement systems as they pertain to the tribes.

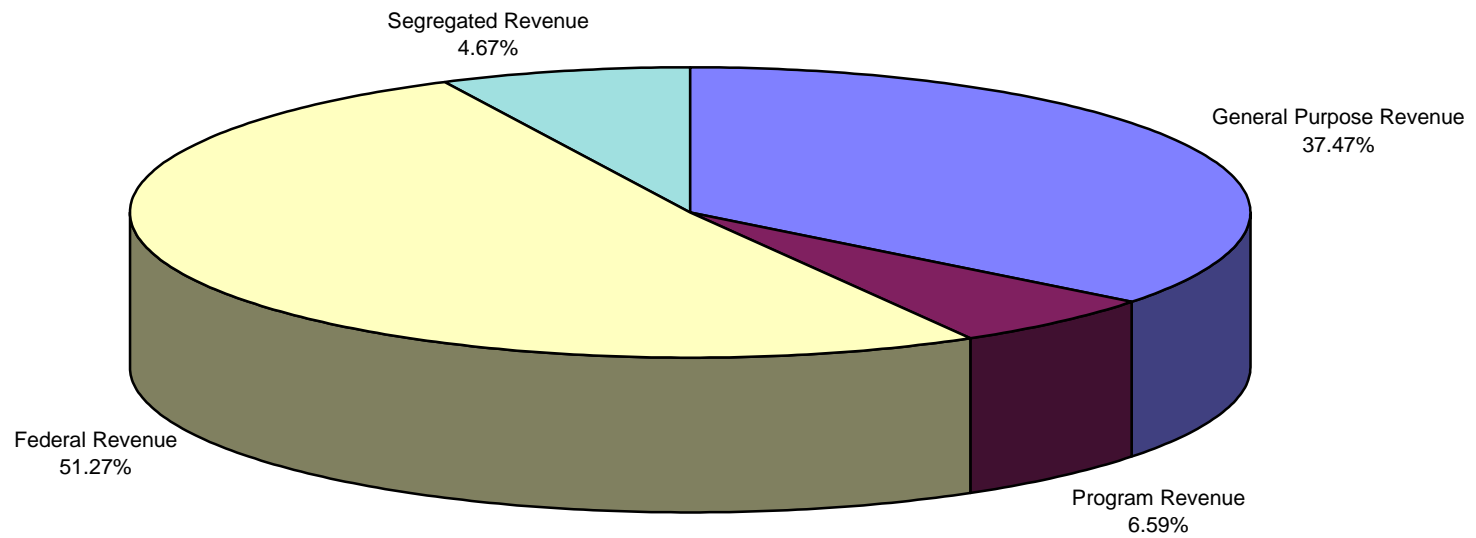
## Office of Legal Counsel

The Office of Legal Counsel is a law office within the Department providing the Department with legal advice and representation.

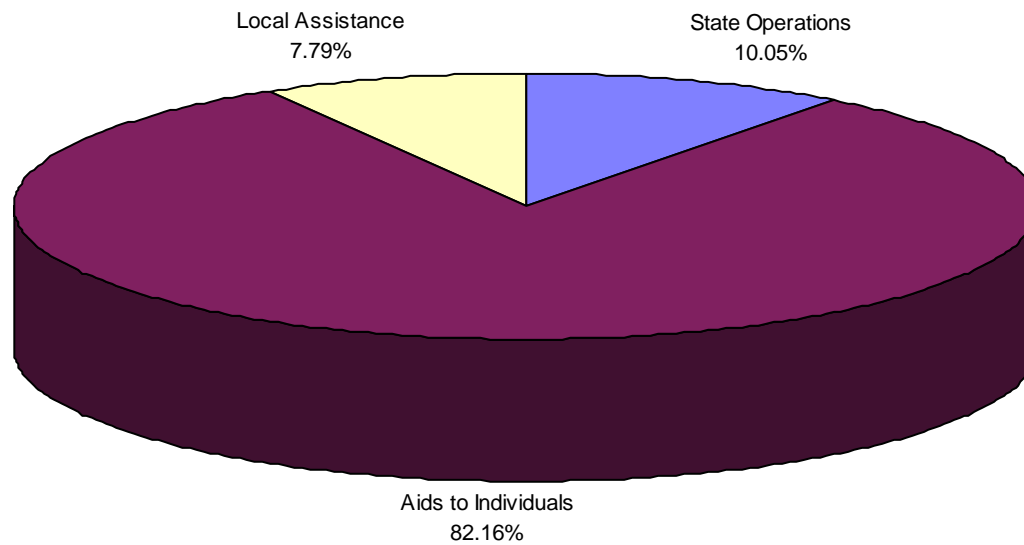
1. **Representation.** Represents the Department and its officers and employees before administrative tribunals. Interviews and prepares witnesses for depositions, administrative hearings or other litigation. Appears in court on behalf of the Department when directed by the Governor under arrangement with the Department of Justice, or in other cases authorized by law.
2. **Legal Advice.** Advises the Department on the legal impact of policy matters, pending litigation, contracts, federal grants and other matters. Renders interpretations and provides advice for Department officials and staff concerning Departmental rules, regulations, court decisions, and legal documents. Writes legal opinions, memoranda, correspondence and various legal documents. Provides advice and counsel concerning Department legal positions to judges, district attorneys, county corporation counsel, and other governmental legal representatives, including other state agencies, Indian tribes and the Federal Government. Coordinates Department legal relationships with local, state, tribal and federal officials. Supervises investigations by the Department as necessary. Identifies legal questions that necessitate an opinion of the Attorney General and prepares requests for the Department.
3. **Drafting.** Assists in drafting proposed legislation. Coordinates, assists and participates in drafting proposed new and changes to existing administrative rules. Reviews proposed legislation to determine the potential legal impact on the Department. Prepares annual reports to the legislature regarding contingencies, costs to prevailing parties, and rehabilitation review results.
4. **Contracts.** Drafts Department contracts, reviews Department contracts drafted by program staff, and where necessary, assists in negotiations for contract language.
5. **HIPAA.** Administers development and implementation of Department compliance with the Health Insurance Portability and Accountability Act (HIPAA) regulations.
6. **Liaison.** Acts as liaison to the Wisconsin Department of Justice or the U.S. Attorney's Office in litigation in court cases.
7. **Rehabilitation Review.** Coordinates Department rehabilitation review approval process for caregivers seeking licensure, certification or employment in DHFS regulated entities.

## **✓ DHFS Budget and Authorized Positions**

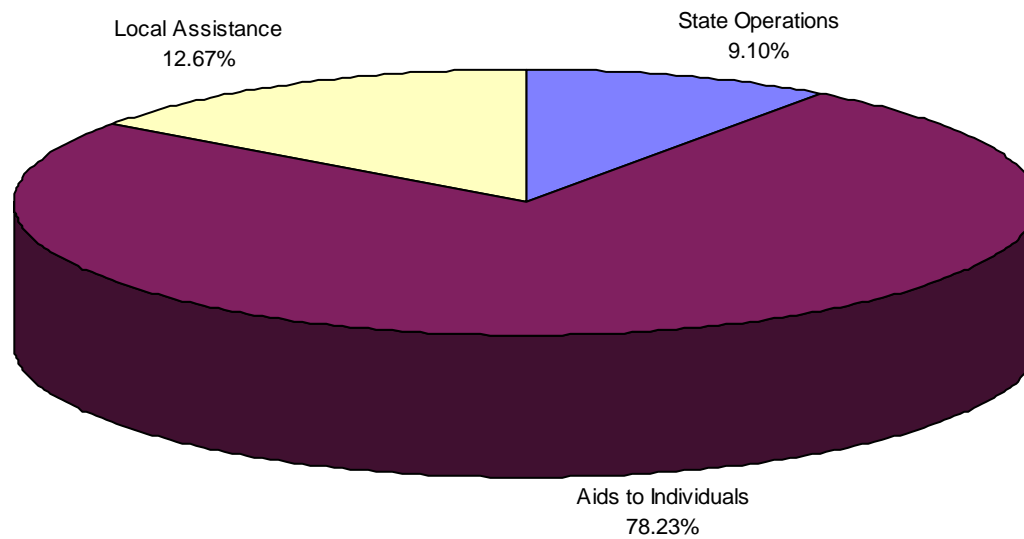
**2005-06 DHFS TOTAL BUDGET BY FUND SOURCE**  
**(Total Budget = \$6,515,303,200)**



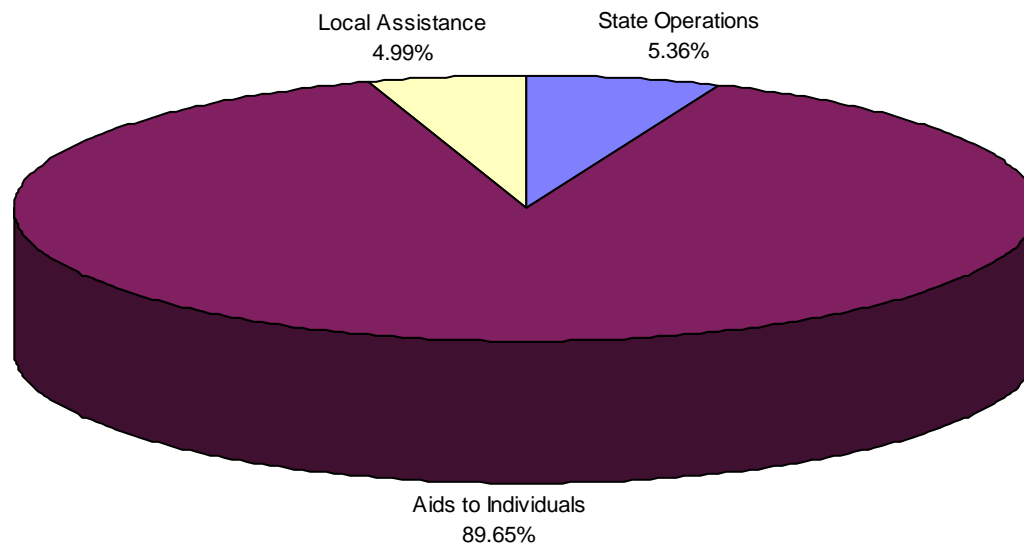
**2005-06 DHFS TOTAL BUDGET BY EXPENDITURE TYPE**  
**(Total Budget = \$6,515,303,200)**



**2005-06 DHFS TOTAL GPR BUDGET BY EXENDITURE**  
**(Total Budget = \$2,312,654,800)**

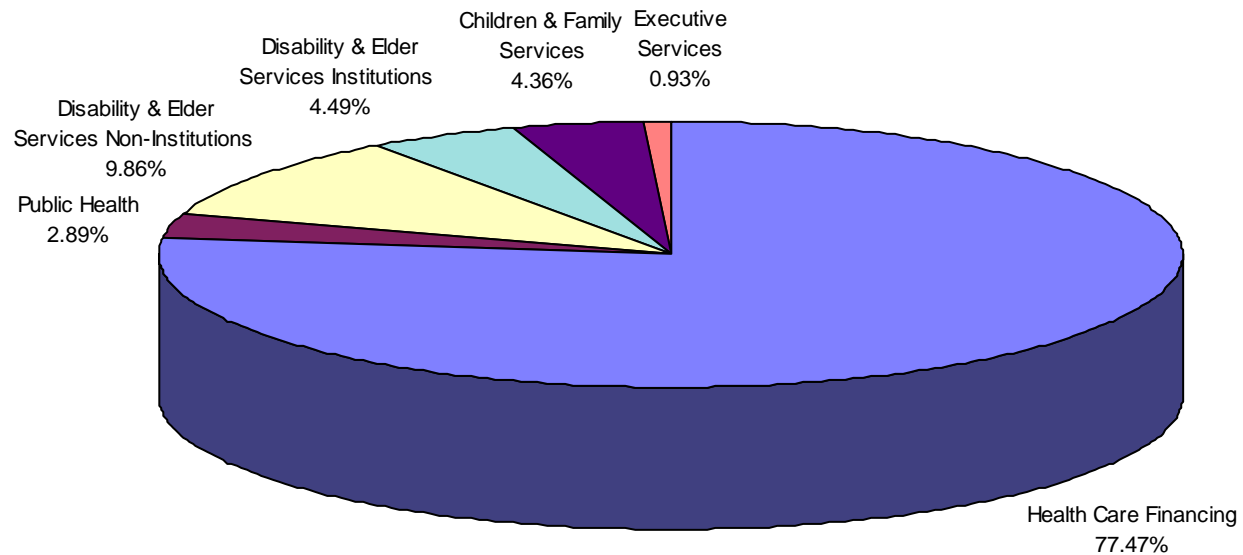


**2005-06 DHFS TOTAL FEDERAL BUDGET BY EXPENDITURE TYPE**  
**(Total Budget = \$3,331,583,900)**





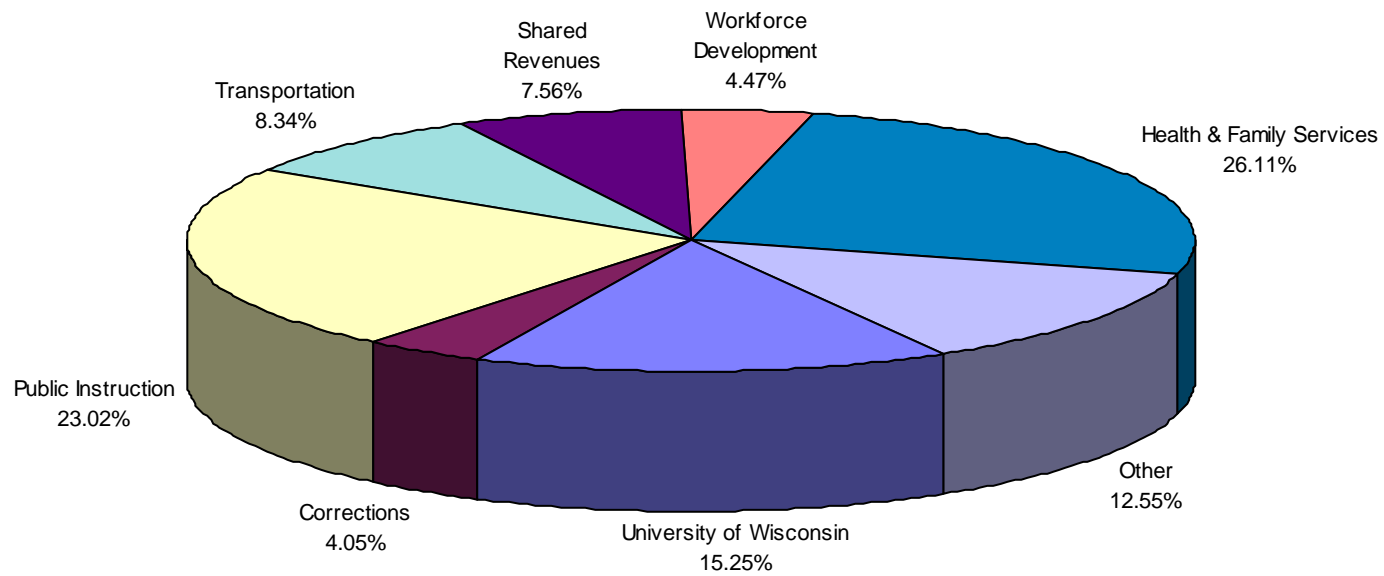
**2005-06 DHFS TOTAL BUDGET BY DIVISION**  
**(Total Budget = \$6,515,303,200)**



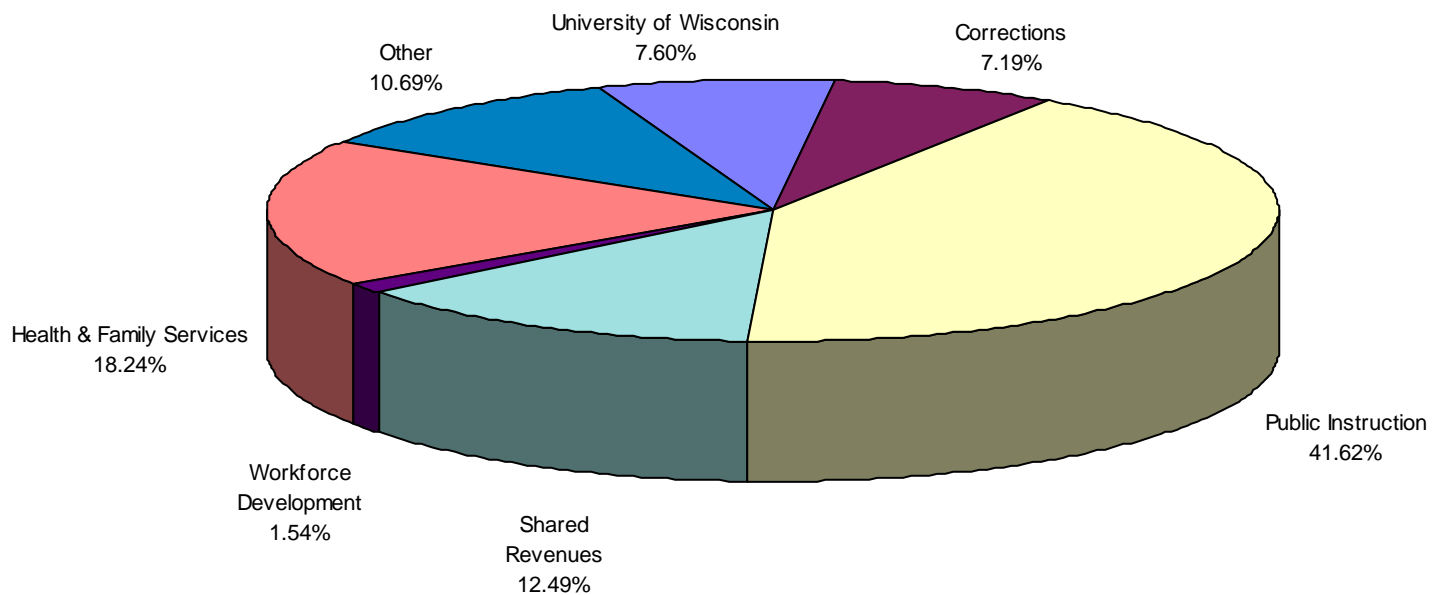


## **DHFS Budget As A Portion of Total State Budget**

**2005-06 WISCONSIN TOTAL BUDGET BY STATE AGENCY**  
**(Total Budget = \$25,725,412,400)**



**2005-06 WISCONSIN GPR BUDGET BY STATE AGENCY**  
**(Total GPR Budget = \$12,681,176,000)**



**2005-06 WISCONSIN FEDERAL BUDGET BY STATE AGENCY**  
**(Total Federal Budget = \$6,666,435,700)**

